

## The Value Chain Analysis in The Dried Mackerel Meatball Processing Industry

Syamsudin<sup>\*, a,1</sup>, Gerry Anugrah<sup>b,2</sup>, Heru Winarno<sup>c,3</sup>

Department of Economics, Serang Raya University, Banten, Indonesia

<sup>1</sup>syamsudinunsera@gmail.com\*, gerry\_adp@linkproductive.com; <sup>3</sup>

heruwino42@gmail.com

### Abstract

In facing the level of trade competition, every industry is required to be able to have high competitiveness in order to remain superior, this is no exception on a regional, national and even local industrial scale. PD. Karya Cipta Mandiri is a food processing industry with dried mackerel fish balls as a product. The existence of uncertainty in the company's production that comes from a lack of supply causes a decline in sales and makes the company suffer losses, this is because the company only has relationships with suppliers in only one province, namely Banten. The purpose of this study is to make an in-depth analysis of how the food processing industry for mackerel meatball products manages its activities in its corporate value chain. This is important because through value chain analysis, activities that have and have not added value to a company's competitive advantage can be identified. The analysis used includes analysis of internal conditions carried out in two ways, Resource Analysis and Capability Analysis. The next step is to assess the value chain analysis of the five main activities and four supporting activities. The research results identified two resources and two potential strength capabilities that can be used to help companies determine competitive advantage strategies, while it is known that five strategically relevant potential disadvantages have been identified to become sources of long-term competitive advantage strategies in companies, and it is explained that maintaining ties that can generate profits from the company with suppliers is essential for the company.

**Keywords:** Activity, Competitive Advantage, Value

### I. INTRODUCTION

Value Chain Analysis is a decomposition medium that can be used to determine the position of changes in a chain that make up the value of a product [1]. Every company must have various business strategies which function to maintain the viability of the company in achieving its vision and mission [2].

Value chain analysis views the company as one part of the product value chain, namely activities that start from raw materials to after-sales handling [3]. This value chain includes activities that occur from relationships with consumers and relationships with suppliers [4]. [4] Baihaqi., et al (2014) mentioned, these activities are separate activities but are very dependent on one another.

Advantages of individual firms can be found in all countries and improvements in competitiveness often focus on achieving more of these individual advantages, which can be useful but not sufficient [5]. Whilst, [6] Khoirunnisa (2020) stated that the competitiveness of each company depends on the competitiveness of its value chain.

PD. Karya Cipta Mandiri is a company engaged in the food processing sector with products such as dried mackerel meatballs. As a result of the uncertainty in production that comes from the lack of catching the supply of the main raw material, namely mackerel, the company makes losses (see Table 1). Previously, the company was always consistent with its production, namely 17-21 times per/month with 30-40 bales of meatballs per day, but the production rate decreased drastically due to production uncertainty over a period of 5 months making production 7-10 times per/month with 70-80 bales every three days.

**Table 1.** Statistical Data of Mackerel in Banten Province

Data	Banten	
	2020	2021
Production Volume (Kg)	2.111,12	2.015,40
Production Value (IDR)	122.661.025	131.985.229
Ship	14.246	-
Large Medium Enterprises (LME)	20	-

Table 1 explains the uncertainty of catching from the main marine catch suppliers, namely in the province of Banten, making companies have to wait for raw goods from suppliers which is coupled with rising prices of goods, so that the company has to pay higher costs and result in delays in the production process which makes

the company have to wait for capital from sales every month so that it can return to production. Based on the recorded data, there are 20 medium and large businesses in Banten province that use mackerel as selling goods, thereby increasing competitiveness.

Since its introduction, the use of value chain analysis has often been applied to individual companies [7]. Value chain analysis focuses on the total value chain of a product, starting from product design, to manufacturing products and after-sales services [8].

The purpose of value chain analysis is to be able to recognize value chain steps in companies that are able to grow value to consumers or to reduce costs [9]. Cost degradation or value added escalation can make a company more competitive. Where, added value implies value creation and value capture. Since every significant strategic activity to undertake requires an investment of resources, each link in the chain is expected to add value [10]. The purpose of this research is to find out and determine the strengths that will be a source of competitive advantage in the company's activities and determine the company's relationship with essential suppliers.

## II. RESEARCH METHOD

The method used in this study is a descriptive qualitative approach based on the constructivist paradigm. This qualitative approach is used to evaluate certain samples and is exploratory in nature to test the hypotheses that have been set. With this method, it will be known the strength of the company's value chain and the influence of a significant relationship between the criteria studied. The collected data will be described as it is without any intention of making conclusions for generalization. The research flow is described in Figure 1

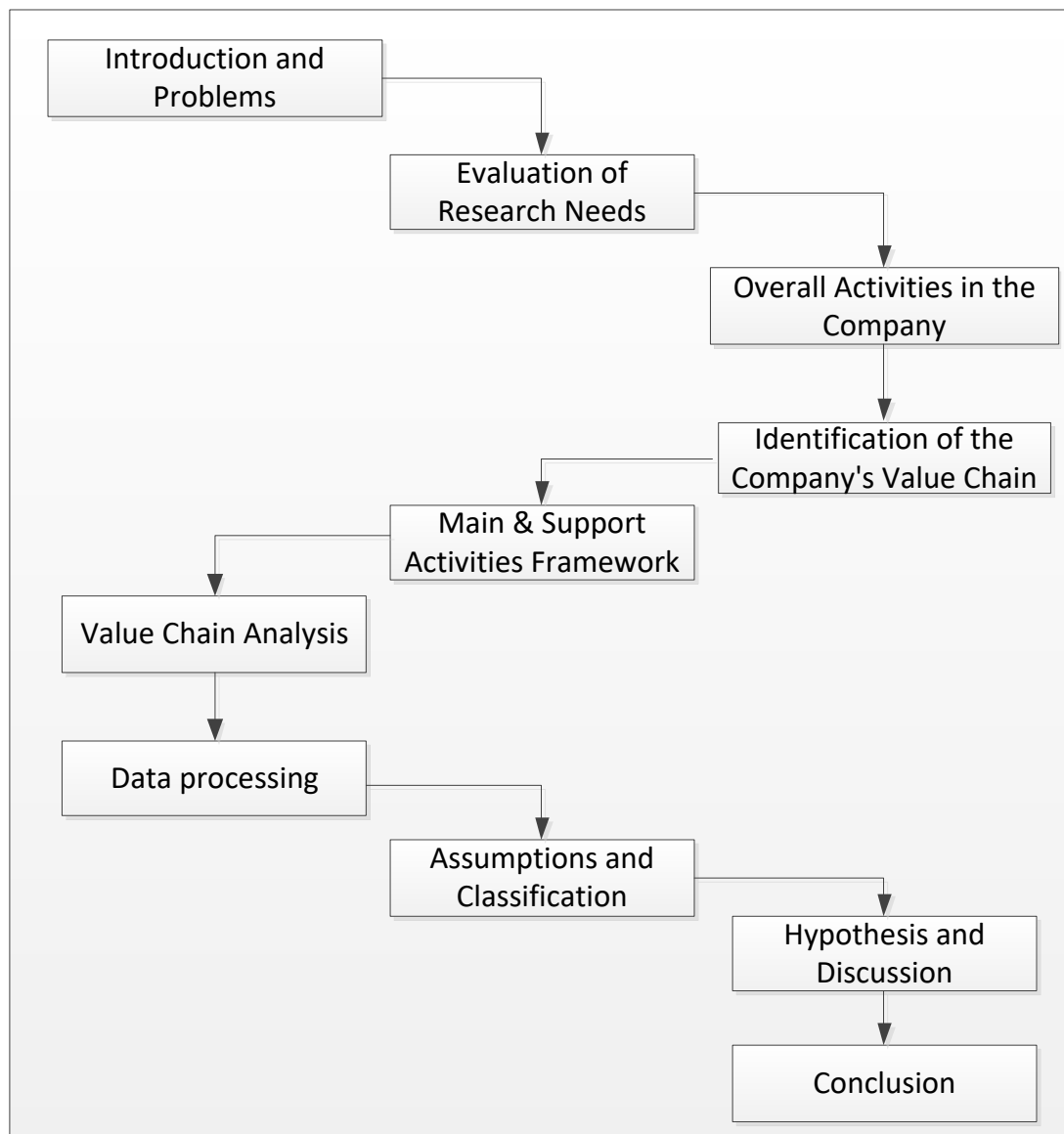


Figure 1. The Research Flows

The value chain is a set of activities carried out to design, produce, trade, deliver, and support its products, with the concept that the total value of the company consists of value activities and margin activities [11]. From here, to find out all activities in the company, it means that it is necessary to first collect data on the company's production costs and non-production (see Tables 2 & 3), then identify the main and supporting value activities by classifying them based on the activities carried out (see Table 4).

**Table 2:** PD. Karya Cipta Mandiri Profit and Loss 2021

Information	Profit
Net sales	<b>Rp. 4.208.893.003</b>
Gross profit	<b>Rp. 281.020.000</b>
Operating profit	<b>Rp. 134.510.000</b>
Net profit	<b>Rp. 120.510.000</b>

**Table 3:** Determination of Cost of Production and Non-Production Value Activities

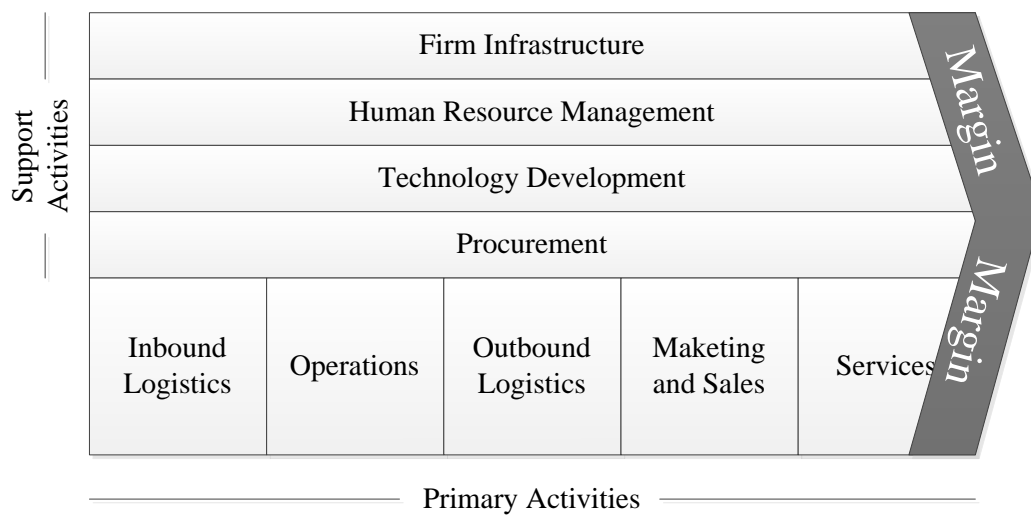
<b>Production cost</b>	
Information	Cost
Raw Material Cost	Rp. 2.553.504.400
Auxiliary Material Cost	Rp. 13.649.000
Direct labor costs	Rp. 724.000.000
Overhead Cost	Rp. 636.719.603
<b>Total Production Cost</b>	<b>Rp. 3.914.224.003</b>
<b>Non-Production Cost</b>	
Information	Cost
Administrative costs	Rp. 131.010.000
Marketing Fee	Rp. 15.500.000
<b>Total Non-Production Cost</b>	<b>Rp. 146.510.000</b>

Once the cost value of activities is determined, identify and classify primary and support activities. The classification of these activities is obtained by analyzing and detailing the value activities which are divided into two, namely the main activities (consisting of inbound logistics, operations, outbound logistics, marketing and sales, and services), supporting activities (consisting of procurement, technology development, human resource management, and firm infrastructure) [12].

**Table 4.** Company Value Activities

Value Activities	Total
<i>Primary Activities</i>	
<i>Inbound Logistic</i>	579.649.000
<i>Operations</i>	2.295.519.275
<i>Outbound Logistic</i>	253.640.728
<i>Marketing and Sales</i>	5.000.000
<i>Services</i>	10.000.000
<b>Total Primary Activities</b>	<b>3.144.044.913</b>
<i>Support Activities</i>	
<i>Procurement</i>	247.604.000
<i>Technology Development</i>	40.000.000
<i>Human Resources Management</i>	373.000.000
<i>Firm Infrastructure</i>	33.760.000
<b>Total Support Activities</b>	<b>694.364.000</b>
<b>Total Activity</b>	<b>3.838.408.913</b>

The next step is to outline the value chain, because companies usually carry out a number of different activities and source the strengths and weaknesses of their products. Then the Value Chain Internal Business Unit is described (see Figure 2). Margin can be measured by various methods, because margin activity is the difference between the total value and the collective cost of implementing value activities, while value activity is the building blocks for creating products that are valuable to consumers [13].



**Figure 2.** Enterprise Value Chain Framework

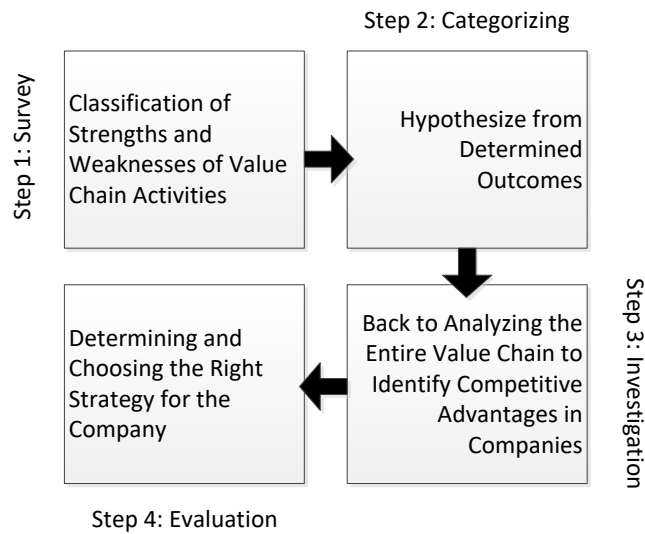
The analysis begins by examining what resources and capabilities exist in the company's value chain, then identifying whether these resources and capabilities are strengths or weaknesses for the company. Then examine how far these resources and capabilities contribute to the company's competitive advantage and then evaluate the capabilities and resources that are competitively relevant in terms of generic strategies that might be applied [14]. Then the strategic resources and capabilities are assessed in terms of:

1. Value, namely whether resources or capabilities represent something of value to consumers. Do competitors have something of value to customers that the company doesn't.
2. Rareness, how much does the company have resources or capabilities? If these resources and capabilities are scarce and other competitors do not have them, then these resources and capabilities are strengths. Conversely, if the resources and capabilities are rare and the company does not have them, it is a weakness.
3. Imitability, if competitors do not have the ability to obtain resources and capabilities, this means strength. If the company does not have the resources and capabilities, and does not have the ability to obtain them, it is a weakness.
4. Sustainability, how capable the company is to maintain its value, rareness and weaknesses to imitate, resources or capabilities it has.

The next stage is to evaluate the extent of competitive advantage and disadvantage possessed by each resource or capability that has been identified [15]. The level of competitive advantage of each strategic resource and capability is divided into several categories (Duncan, Ginter, and Swayne, 1998), namely:

1. Inadequate. Resources or capabilities are below the minimum required to be in business.
2. Adequate. Resources or capabilities are the minimum required to be in business or to compete minimally.
3. Attractive. More than the minimum power or capability required to compete but does not represent a special advantage or disadvantage.
4. Potential. The resources or capabilities are sufficient to attract attention and represent an important strategic consideration.
5. Competitive. Resources or capabilities represent real competitive advantages and disadvantages relative to members in the strategic group.
6. Distinctive. Resources or capabilities cannot be imitated by competitors.

The entire analysis process will sequentially go through four stages as proposed by Duncan, Ginter and Swayne (1998), namely surveying, categorizing, investigating, and evaluating, as shown in Figure 3.



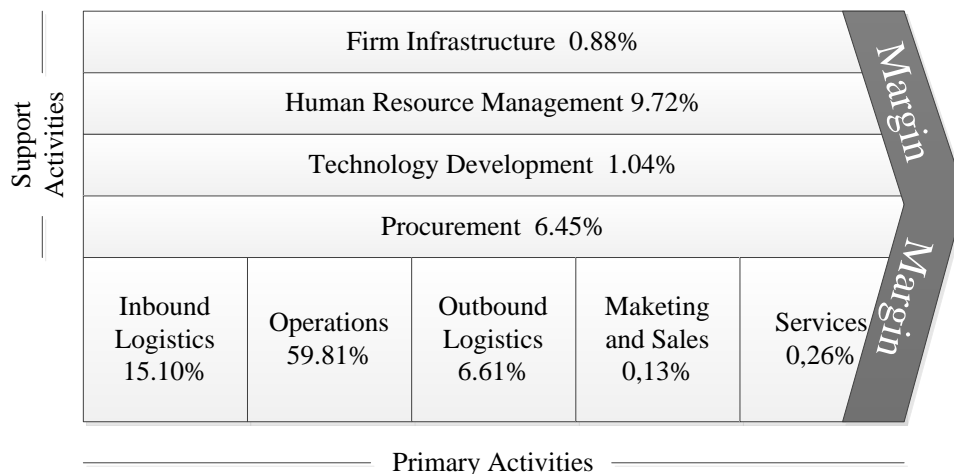
**Figure 3.** Stages of Value Chain Analysis

### III. RESULT AND DISCUSSION

PD. Karya Cipta Mandiri produces finished food products, namely dried meatballs made from mackerel. The company's internal business runs within its value chain activities. The company always ensures that the raw materials that enter the production process are of good quality, always maintains product quality, maintains production efficiency, and responds to market changes.

The industry always ensures efficiency and ensures that customer service is always good. Product marketing in the company is carried out through good relations that have been formed with distributors and agents both inside and outside Java, so companies rarely carry out online promotions. That is, the company does not have after-sales service, because the quality of the product has been maintained.

In procuring purchases, the company always estimates costs so that input quality can be maintained. The company's flexibility towards major changes to compete in the market, namely continuing to develop its technology. Policies related to employee welfare are always considered. From there, all activities that support companies to achieve competitive advantage in companies so that they understand the application of their systems are visualized in Figure 4.



**Figure 4.** Percentage of Company Value Activity

Based on the company's internal business unit results from the main and supporting activities, it is known that internal logistics, operations, HR management activities are the most critical activities in the company. So, then carry out an in-depth analysis of the company to be able to identify and classify the company's strengths and weaknesses that have the potential to become the company's competitive advantages and disadvantages. Represented in Table 5.

**Table 5. Strengths and Weaknesses of Mackerel Meatball Company**

<b>Activities</b>	<b>Strength</b>	<b>Weakness</b>
Inbound Logistics	a. Good goods record administration (S1)	a. Do not have a special warehouse space for main raw materials (W1)
	b. Good coordination between production and preparation (S2)	b. Depends on specific suppliers (W2)
Operations	a. Product quality is well maintained (S3)	a. Have only one grinding machine (W3)
	b. Material use efficiency (S4)	b. Delay in arrival of raw materials (W4)
	c. Good coordination between processes (S5)	c. The process of preparing raw materials other than fish is done manually (W5)
	d. Frying system is automatic (S6)	
Outbound Logistics	a. Good packaging coordination and accuracy (S7)	a. The number of workers who are felt to be lacking (W6)
	b. Warehousing coordination and accuracy is quite tight (S8)	b. Does not have an external distribution vehicle (W7)
	c. Spacious warehouse space (S9)	c. Not delivering goods (W8)
Marketing and Sales	a. Fixed distribution channels and good relationship with buyers (S10)	a. Product marketing through only one social media platform (W9)
	b. Flexibility in product pricing (S11)	b. Brand image that is still not strong because the trademark has not been patented (W10)
	c. High trust and loyalty from consumers (S12)	
Services	a. Quick response to every consumer complaint (S13)	a. No after sales service (W11)
		b. There is no service quality controller (W12)
Firm Infrastructurs	a. Relatively few managerial arrangements reduce factory overhead costs (S14)	a. Differences in functional orientation impede communication and coordination (W13)
	b. Strict internal controls (S15)	b. Machine maintenance still uses corrective methods (W14)
HR Management	a. Compensation and incentive programs increase productivity (S16)	a. No job training (W15)
		b. Employee performance is still relatively moderate (W16)
Technology Development	a. Production process optimization (S17)	a. Lack of funds for optimal technology development improving the quality of other production techniques and developing service procedures (W17)
Procurement	a. Support in purchasing and procuring all necessary necessities (S18)	a. The quality and timeframe for the realization of the goods and all the equipment needed (W18)

After being identified, then these potential strengths and weaknesses are grouped/re-selected in more detail based on resource or capability categories that are truly strategically relevant to competitive advantage/disadvantage and then more specific measurements are taken. This more detailed grouping and assessment of the relationship between each of these resources and capabilities can reduce the number of competitively relevant strengths and weaknesses, by reducing to six resources (i.e. S3, S4, S10, S14, S16, and S18) with seven capabilities. (i.e. the possibly debatable S5 and S9, S1, S2, S12, S13, and S17). In addition, five strategically relevant disadvantages were also obtained (namely W1, W2, W7, W9, and W10).

The results of the assessment and categories of resources that are competitively relevant in terms of the applied strategy and determine the extent of their competitive advantage in PD. Karya Cipta Mandiri from evaluating its entire value chain includes:

1. Product quality is always in accordance with the company's vision and mission, namely to be a superior company and to be a quality producer with dry meatball cracker-based production in Banten, and to provide products above consumer expectations. This is known when there is uncertainty in production for 5 months, the company does not reduce the quality of its products.  
So, based on this discussion, concluding that resources (S3) are in the strategic (Value) and category (Competitive), because they represent something of value to companies and consumers and represent a real competitive advantage relative to strategic groups.
2. The company is known to be quite strict in the use of main and supporting raw materials, which is known from the production uncertainty the company always tries to get its production target from the availability of ordered raw materials, the downside of this uncertainty makes the company have to wait for the product to be sold first to carry out its production again.  
So, based on the discussion, concluding that the resource (S4) is in a great strategic (Sustainability) and category (Competitive), because it is able to maintain its value chain and represents a relatively real competitive advantage within the strategic group.
3. Distribution channels in PD. Karya Cipta Mandiri is unique, because the company does not do its own marketing but relies on distributors and agents as well as consumers from the good relationships that are formed, thus making marketing and sales carried out by word of mouth with sales levels always consistently reaching the target, which makes the company's products trusted for quality and taste.  
So, based on this discussion, concluding that resources (S10) are in the strategic (Rareness) and category (Competitive), because they are company strengths that are rarely owned by similar competitors and represent a relatively real competitive advantage in strategic groups.
4. This managerial arrangement which was able to reduce factory overhead costs was recognized as a new financial management system in the company by a researcher who conducted value chain research in the company when competition for similar businesses was getting tougher, where companies previously still used traditional techniques are now starting to implement the new financial system method with companies still having to pay special attention to identified wasteful activities.  
So, based on this discussion, concluding that resources (S14) are in the strategic (Value) and (Potential) categories, because they represent something of value to companies and consumers and represent an important strategic consideration.
5. Increasing employee productivity through compensation and incentives is a factor that is always seen by the company, so that employees are able to feel safe and comfortable at work and are able to do their job well, from there this becomes a factor that always supports a product in the company.  
So, based on this discussion, concluding that the resource (S16) is in a good strategic (Sustainability) and category (Competitive), because it is able to maintain its value chain and represents a real competitive advantage relative to members in the strategic group.
6. Even though the company lacks equipment and supplies that are capable of making production efficient and effective, support in purchasing and procuring all the necessities necessary for production to continue is carried out properly and strictly. So, this factor will always be increased by the company when profits increase.  
So, based on this discussion, concluding that resources (S18) are in the strategic (Value) and category (Potential), because they represent something of value to companies and consumers and represent an important strategic consideration.

From the hypothesis assessment that has been carried out on the six resource strengths in the company that are strategically relevant in determining competitive advantage has been discussed, then the next is to recapitulate the assessment into a rating table and category (see Table 6).



**Table 6.** Recapitulation of Assessment and Category of Resource Strength

No	Activity	Strenght	Strategic Assessment	Category
1	Operations	Product quality is well maintained (S3)	Value	Competitive
2	Operations	Material use efficiency (S4)	Sustainability	Competitive
3	Marketing & Sales	Fixed distribution channels and good relationship with buyers (S10)	Rareness	Competitive
4	Firm Infrastructures	Relatively few managerial arrangements reduce factory overhead costs (S14)	Value	Potential
5	HR Manajement	Compensation and incentive programs increase productivity (S16)	Sustainability	Competitive
6	Procurement	Dukungan dalam pembelian dan Support in purchasing and procuring all necessary necessities (S18)	Value	Potential

Table 6 explains that there are two potential resource strengths that can help determine a competitive advantage strategy in the company, so that these activities in their application require special attention in order to be able to become a company's competitive advantage when business competition at other or similar processing companies is getting tougher.

Meanwhile, the results of the assessment and category of resource capabilities that are competitively relevant in terms of the applied strategy and determine the extent of its competitive advantage in PD. Karya Cipta Mandiri from evaluating its entire value chain includes:

1. The company's capability in the aspect of preparing production materials, namely the main and supporting materials, is always carried out with accuracy in each production. This production planning forms the basis of the operating budget of how many materials are needed for each production.  
Based on this discussion, it concludes that capability (S1) is in a good strategic (Sustainability) and (Potential) category, because it is able to maintain its value chain and represents an important strategic consideration.
2. Internal coordination between parts within the company, including coordination between the procurement of materials, and the production process section in preparation before the production process starts, because the company does not yet have a raw material warehouse, meaning that the company always limits the number of materials per production. This is the cause of the company's capability in preparing production materials is very good, where this factor can increase the efficiency of time and materials used.  
Based on this discussion, it concludes that capability (S2) is in the strategic (Rareness) and (Attractive) category, because it is a company strength that is rarely owned by similar competitors but does not represent a special advantage or disadvantage for what is needed in competing.
3. Coordination in the production process for companies capable of producing a product is factored in by good cooperation between unit activities, group activities, activities that support the product, and standard facilities that support production. From here, the coordination of the operational process from the problem of production uncertainty that occurs does not slow down the production process, but makes this activity a quality of the company's vision and mission and becomes a source of competitive advantage.  
Based on this discussion, it concludes that capability (S5) is in a very good strategic (Sustainability) and (Competitive) category, because it is able to maintain its value chain and represents a relatively real competitive advantage within the strategic group.
4. The capacity of the company's finished goods warehouse is known to be quite extensive and is always able to leave a little space if the production of main and supporting materials exceeds the planned limit. This capability allows the company to rearrange the number of finished goods distributed.  
Based on this discussion, it concludes that capability (S9) is in the strategic (Value) and (Adequate) category, because it is something that is important to consumers and the minimum company capability required to be in business at least.
5. Having good marketing distribution channels and good relationships with consumers, this is able to reduce investment in marketing activities in terms of finding new channels which sometimes have to be paid for with price reductions, advertising collaborations, and others that can reduce the level of profitability. PD. Karya Cipta Mandiri is able to build high trust and loyalty from its customers.  
Based on this discussion, it concludes that capability (S12) is in the strategic (Value) and (Potential) category, because it represents something of value to the company and represents an important strategic consideration.
6. A quick response to every consumer complaint given by the company is able to foster consumer loyalty and trust in the value and deliciousness of the dried mackerel meatball food products it produces.



Based on this discussion, concluding that capability (S13) is in the strategic (Value) and (Potential) category, because it represents something of value to companies and consumers and is an important strategic consideration.

7. Technological developments within the company increase production activities that are more efficient, by optimizing one of the production units, namely activities that take quite a long time if done manually, This development was carried out in the activities of the frying production unit and it was found that after replacing the old unit process with the new unit process, the company was increasingly efficient in its production.

Based on this discussion, it concludes that capability (S17) is in the strategic (Imitability) and category (Competitive), because it is a company's strength if similar competitors have not yet developed their production and represent a relatively real competitive advantage in the strategic group.

From the hypothesis assessment that has been carried out on the seven strengths of the company's capabilities that are strategically relevant in determining competitive advantage has been discussed, then the next is to recapitulate the assessment into a rating table and categories (see Table 7).

**Table 7.** Recapitulation of Capability Strength Assessment and Categories

No	Activity	Strenght	Strategic Assessment	Category
1	Inbound Logistics	Goods record administration the good one (S1)	Sustainability	Competitive
2	Inbound Logistics	Good coordination between production and preparation (S2)	Rareness	Attractive
3	Operations	Good coordination between processes (S5)	Sustainability	Competitive
4	Outbound Logistics	Spacious warehouse space (S9)	Value	Adequate
5	Marketing & Sales	The trust and loyalty high from consumers (S12)	Value	Potential
6	Services	Fast response to any consumer complaints (S13)	Value	Potential
7	Development Technology	Production process optimization (S17)	Imitability	Competitive

Table 7 explains that there are three capability strengths that can potentially help determine a competitive advantage strategy in the company, so that these activities in their application require special attention in order to be able to become a company's competitive advantage when business competition at other or similar processing companies is getting tougher.

Based on Tables 6 and 7 above, it is known that in the company's value chain after identification and assessment of resource analysis and capability analysis there are still several activities that can potentially be used to help companies determine their competitive advantage strategies. Represented in Table 8

**Table 8.** Potential Strengths of a Firm's Value Chain

Value Activity	Strenght	Strategic Assessment	Category
<b>Main Activities</b>			
Firm Infrastructures	Relatively few managerial arrangements reduce factory overhead costs (S14)	Value	Potential
Procurement	Support in purchasing and procurement of all needs quite necessary (S18)	Value	Potential
<b>Support Activities</b>			
Marketing & Sales	The trust and loyalty high from consumers (S12)	Value	Potential
Services	Fast response to any consumer complaints (S13)	Value	Potential

After classifying and hypothesizing the strengths of the company's value chain to determine what strategic stages to choose, it is necessary to analyze the potential sources of competitive weaknesses faced by PD. Karya Cipta Mandiri, following a discussion of the weaknesses in the selected value chain activities:

1. Inbound logistics does not yet have a special main raw material warehouse. Even though the company has a fairly good logistics system, it is known that it does not yet have or create a special warehouse for its main raw material, namely mackerel and only places raw materials in limited places such as large boxes filled with ice cubes.  
However, this weakness, even though it is a waste of opportunities for the company to save more on logistics delivery, can be covered by scheduling the right distribution by the company, namely limiting how much to bring in the main raw materials from suppliers based on each production or counting 143 kg.
2. Suppliers who work with the company are only suppliers from Banten. Thus, these factors make the company experience production uncertainty problems, because the company starts to produce depending on how much and how often the supplier catches fish. So this sometimes makes the company experience production uncertainty.  
However, this problem can be covered if the company does not depend on just one province, for example starting to work with other suppliers outside Banten. In order not to incur excess costs, in determining it, namely, (a) making a new order schedule taking into account when raw materials are used for production from Banten suppliers, (b) knowing the most efficient transportation routes and negotiating the cars used, and (c) calculating the total fuel consumption from the distance and the type of gasoline used.
3. Outbound logistics do not yet have distribution vehicles. Because the company carries out a marketing and sales system from forming good relationships between distributors, agents and consumers which is the strength of the company, but this does not make the company strong and consistent in its marketing and is a weakness because it still does not do its own marketing.  
So, from a strategic viewpoint this is very relevant to use, namely if there are orders outside Java, the company is able to distribute its own products and is more able to save costs.
4. The company's biggest weakness, even though it is very strategic, plus the increase in technology, is marketing products on social media, the company's efforts to market its products on social media are very small, namely it is only known on one Google social media platform with very small costs incurred. Thus, this marketing is a failure of what the company has ever done.  
It is known that companies are very strict in terms of spending so they rarely promote their products, but this can be covered if the company adds e-marketing media such as via Whatsapp, Instagram, etc., and is a free promotional medium so companies only need to grow their popularity with persistence.
5. On other marketing lines, brand image of PD products. Karya Cipta Mandiri is still not strong enough because it has not patented its brand image, even though this is a strategic strength that is needed by a company to introduce more broadly its products and so that consumers know where the products they buy come from.  
However, from the company's commitment to further optimize its development, this factor will be resolved when production and profits are stable.

From the hypothesis and discussion of the assessment of weaknesses in the company's value chain activities, it is explained that these potential disadvantages can be used as a long-term strategic source of competitive advantage. Of course, in order to achieve this, companies must be able to improve these weaknesses and make them strengths.

#### IV. CONCLUSION

Based on this research, it can be concluded that there are identified two resources and two potential strength capabilities that can be used to help companies determine competitive advantage strategies, while five potential disadvantages are identified that are strategically relevant to become sources of long-term competitive advantage strategies in companies.

Based on the value chain analysis carried out in the company, it is explained that maintaining ties that can generate profits from the company with suppliers is essential for the company, where this is able to bring opportunities to escalate the company's competitive advantage, both in improving quality or in reducing costs.

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